

Leadership for Sustainable Quality: Kenya

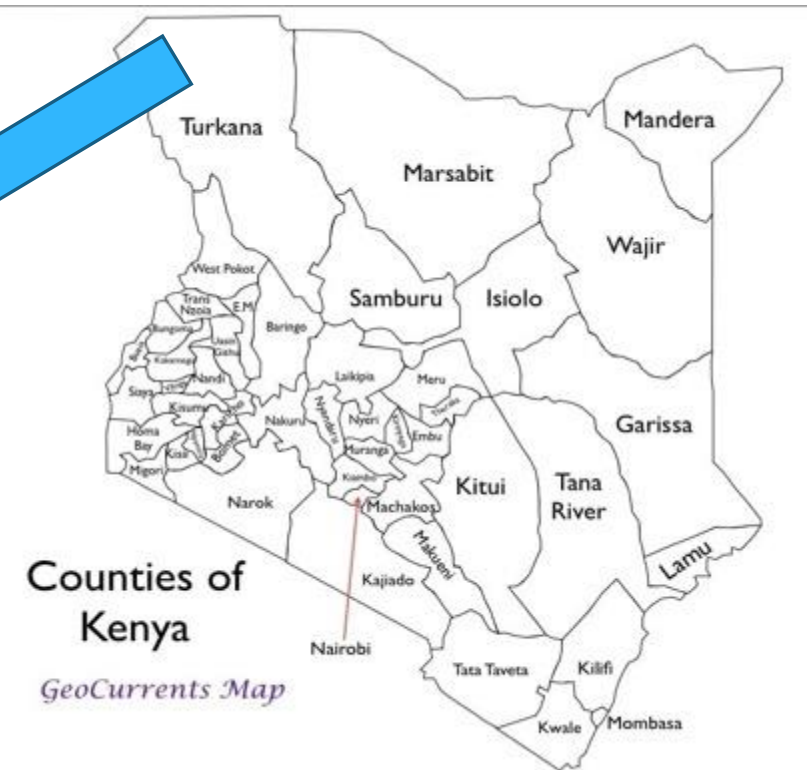
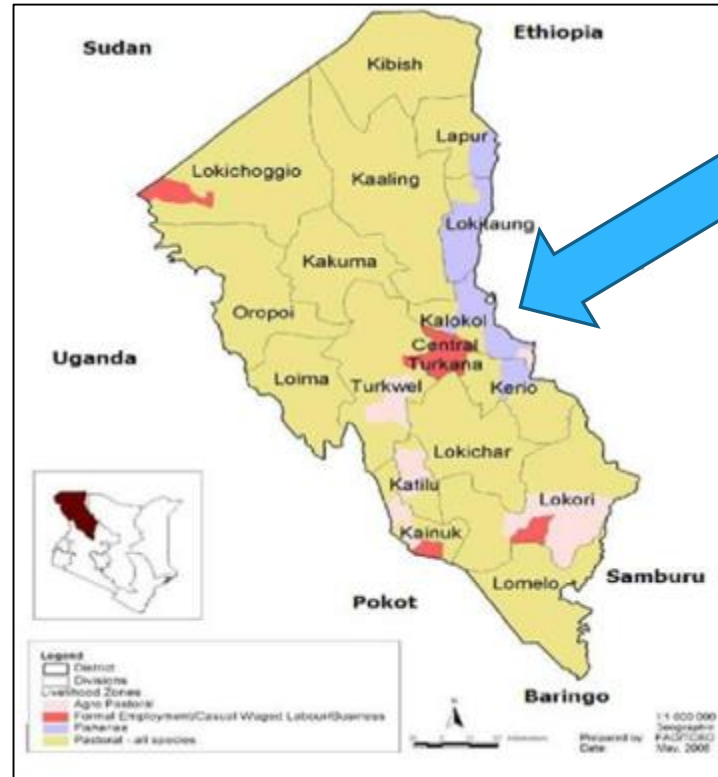
Dr. Gilchrist Lokoel
Director Medical Services
Turkana County-Kenya

SLMTA Symposium / ASLM, 8-9 December 2018
ABUJA-NIGERIA



Background of Turkana County

- Land Mass -77,000km²
- Temp range between 33°C-39°C
- Borders 3 countries.
- Has seven Sub Counties.
- Host second largest Refugee camp in Kenya.



Lodwar County Referral Hospital (LCRH)

- Managed by County Government of Turkana.
- Started in early 1930's by Colonial administration.
- Has a bed capacity of 220 with 35 departments.
- Catchment population of 1.4 Million people.
- Main specialized unit for 228 health facilities.

Genesis of Robust LCRH Lab Support

- Inefficiencies in the lab: Too much in put and less output.
- Agitation by clinicians: Broad number of tests and timely results.
- Patient and sample referrals to MTRH 400Km away.
- Conformity to teaching and referral hospital status.
- Echoing UHC call by the President.
- Lessons from FELTP-K



Kenyan Constitution and International Resolutions

- Article 43 (a) dictates that every person has a right to the highest attainable standard of health.
- Resolution AFR/RC58/R2 (2008) and Maputo Declaration also advocates for laboratory system strengthening

Actions of Upper Management

- Co opting Lab to a small hospital decision making team
- Increased Lab funding.
- Infrastructural Improvement.
- Purchase of more Equipment.
- Hiring of more staff.
- Increased Trainings
- Multi sectoral collaborations



Co-opting Lab hospital decision making team

Road Map of LCRH Lab Support

- SWOT analysis and problem mapping.
- Team selection and drafting JD's.
- Sharing the vision and road map
- Enrolment for SLMTA and periodical updates to hospital management.
- Mentorship and advocacy for more resources
- Monitoring, Evaluation and Sustainability.



PROCESS MAPPING

Paradigm Shift

- Demand for better and robust services from clients and clinicians.
- Need to reduce frequent referrals (patients and Specimens) and turnaround time.
- Resolved to implement and bolster enrolment of LCRH Laboratory in Strengthening Laboratory Management Toward Accreditation (SLMTA) process.

SLMTA Fulcrum- Upper Management Support

- An impetus in the Laboratory Quality Management System.
- A requirement in the ISO 15189:2012 clause 4.15.
- To check the efficiency and effectiveness of the QMS.
- To assess opportunities for improvement
- Resource Mobilization

Baseline Assessment

- * SLMTA sensitization meeting was held to foster commitment and buy-in from the entire top management.
- * Baseline assessment was carried out using WHO-AFRO SLIPTA checklist to determine laboratory status



SLMTA ONE WORKSHOP

SLMTA Spearheading Team

- * Robust roadmap was developed that involved the CECM, the chief officer, the hospital management, clinicians, procurement staffs, laboratory staff, maintenance staff, partners and director.



SLMTA Fulcrum Victory

- Improved communication system
- Lab renovations
- Service contracts to equipment
- Reduced Equipment down time due to controlled temperature and Periodic Preventive Maintenance
- Resource mobilization

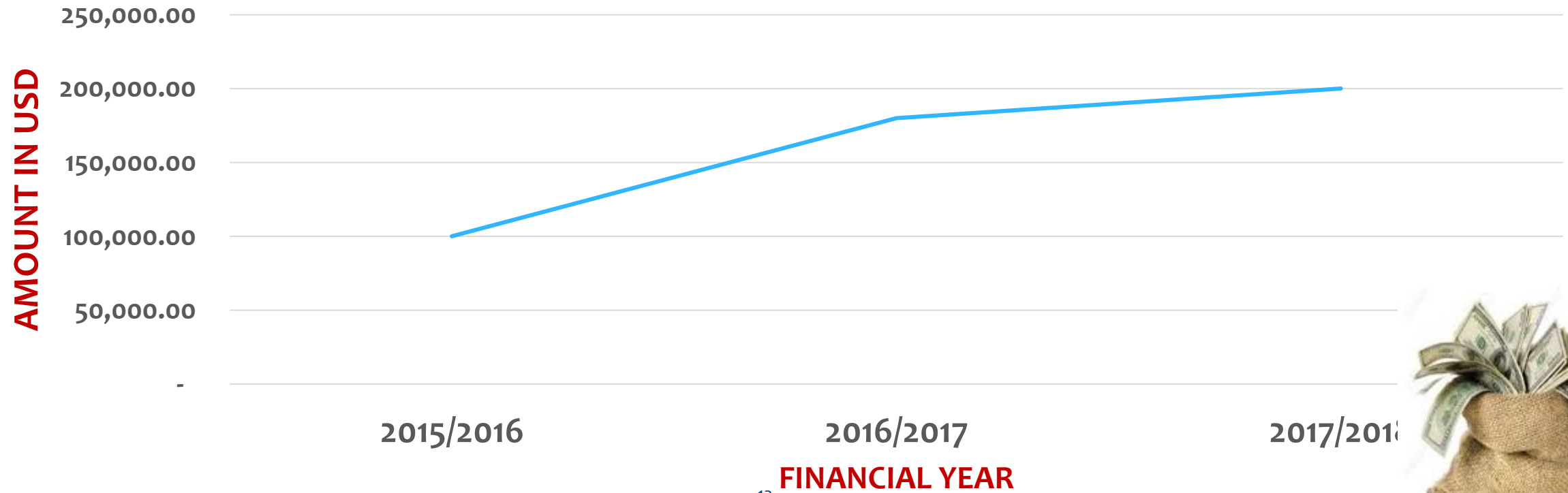


RESOURCE MOBILIZATION MEETING AT THE OFFICE OF THE CECM

Resource Mobilization and Advocacy



COUNTY LABORATORY BUDGET ALLOCATION



Achievements

- Lab human resource
- Lab renovation
- Fire-fighting equipment
- UPS
- Phlebotomy tables/chairs
- Air conditioners
- Servicing and calibration of equipment
- Mentorship/workshops/trainings/conferences



Staff Awards

Achievements



Biosafety/Biosecurity Training



SLMTA Mentorship at LCRH

A screenshot of a web-based Laboratory Information System (LIMS) dashboard. The dashboard is titled "Lodwar County Referral Hospital - Laboratory Dashboard" and displays a table of patient test results. The table has four columns: "Sample Number", "PATIENT NAME", "PATIENT NUMBER", and "STATUS". The status column shows various results such as "IN PROGRESS", "RECEIVED", and "READY". The dashboard is displayed on a computer monitor in a waiting area.

Sample Number	PATIENT NAME	PATIENT NUMBER	STATUS
455	[REDACTED]	[REDACTED]	IN PROGRESS
456	[REDACTED]	[REDACTED]	RECEIVED
454	[REDACTED]	[REDACTED]	IN PROGRESS
462	[REDACTED]	[REDACTED]	IN PROGRESS
463	[REDACTED]	[REDACTED]	RECEIVED
459	[REDACTED]	[REDACTED]	RECEIVED
460	[REDACTED]	[REDACTED]	IN PROGRESS
461	[REDACTED]	[REDACTED]	RECEIVED
458	[REDACTED]	[REDACTED]	RECEIVED
457	[REDACTED]	[REDACTED]	IN PROGRESS
456	[REDACTED]	[REDACTED]	IN PROGRESS
455	[REDACTED]	[REDACTED]	IN PROGRESS
454	[REDACTED]	[REDACTED]	IN PROGRESS
453	[REDACTED]	[REDACTED]	IN PROGRESS
452	[REDACTED]	[REDACTED]	IN PROGRESS
450	[REDACTED]	[REDACTED]	IN PROGRESS
451	[REDACTED]	[REDACTED]	READY
449	[REDACTED]	[REDACTED]	RECEIVED
448	[REDACTED]	[REDACTED]	RECEIVED

LIMS at LCRH Lab & results status dash board at patients results waiting area

Achievements



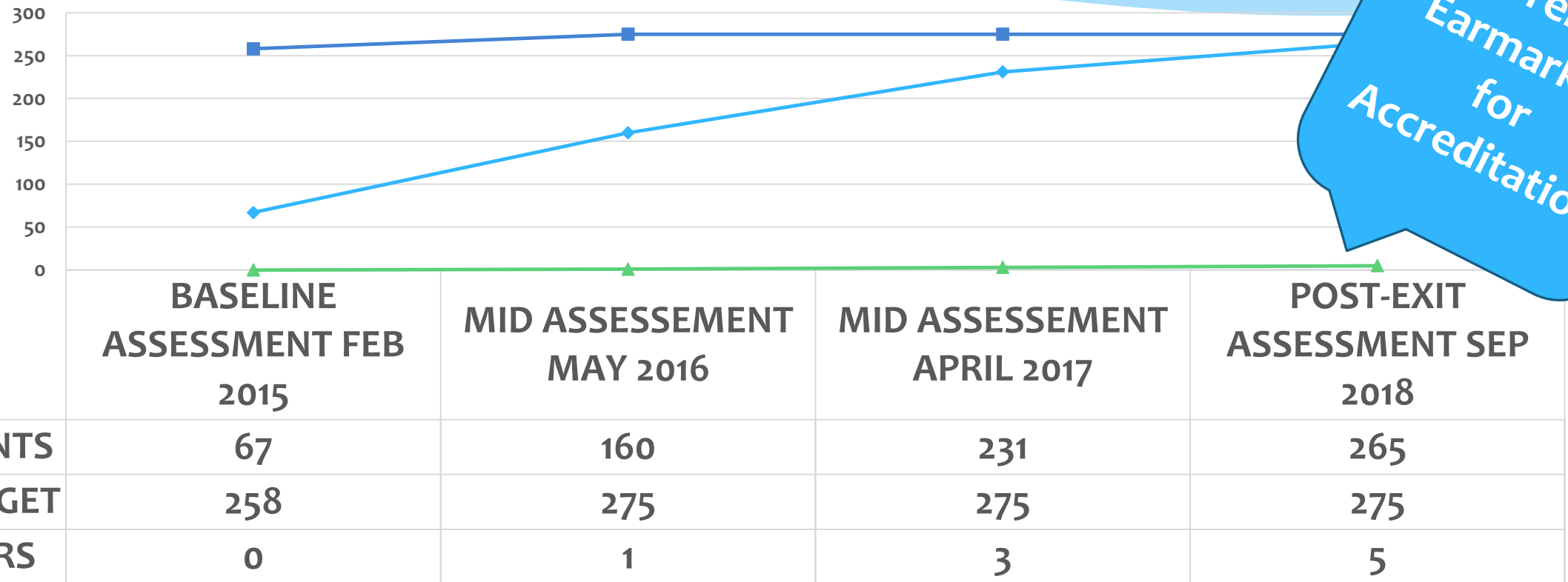
Hematology Analyzers



Dry and Wet Chemistry Analyzers

LCRHL Accreditation Process

SLIPTA POINTS



Currently Earmarked for Accreditation

Challenges

- * Long working hours for the staffs
- * Convincing the county government to increase laboratory budget allocation
- * Laboratory renovations

Key messages

- * Continuous quality improvement through the upper management support is an impetus to continual and sustainable laboratory quality management system
- * Upper management should be at the vanguard to collaborate and advocate for the laboratory support in order to achieve accreditation

Acknowledgment

- The County Government of Turkana
- The LCRH Laboratory Team
- Elizabeth Glaser Pediatric AIDS Foundation
- Centers for Disease Control
- African Society for Laboratory Medicine



**Thank
you**



© 2005 David Lacina
<http://photo.lacina.net>